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HUMAN RESOURCES MANAGEMENT. Instalment 4

GUIDELINES FOR

AN INSTITUTIONAL MACHINERY FOR EMPLOYMENT AND

PRODUCTIVITY PLANNING SUBSYSTEM

POLICY ASPECTS AND INSTITUTIONAL MACHINERY FOR POLICY GUIDANCE AND COORDINATION OF EMPLOYMENT AND LABOUR PRODUCTIVITY PLANNING

I. INTRODUCTION

1.1 The need to optimize employment and labour productivity within a nation is the ultimate objective of the distributive aspects of human resources planning and programming for national development; To ensure an effective formulation and implementation of strategies and programmes that would lead to this desired level of optimization, functional national institutional capabilities for policy formulation, coordination and implementation need to be developed and operated. The purpose of this guideline is to develop and suggest a general framework as a specimen for the development and execution of employment and labour productivity policies, plans and programmes at the national level.

1.2 Basically four major outputs are expected from the institution and operation of the suggested framework. They are:

(a) the development of a systematic base for the identification and formulation of complementary manpower utilization objectives and policies for the enhancement of productivity for national socio-economic development;

(b) the development of processed data and information flow systems for planning and executing human resources utilization programmes;

(c) the review/formulation of pre-requisite employment and labour productivity policies;

(d) the operation of a viable administrative machinery to execute the various functions as required by policies to ensure efficient allocation and maximized use of human resources for increased productivity.

1.3 The introduction of this gudeline is not to say that there are no institutional machineries relative to the discharge of the human resource distribution, allocation and ensuring productive use functions: neither is it to imply that there are no employment policies, no related staf to execute and manage the execution of the policies, that the related communication and accountability linkage relationships between units does not exist. On the contr-y Ministries/Departments of Labour are but the oldest institutions established to discharge such functions.

1.4 Not withstanding the prevalence of Ministries/Departments of Labour, unregulated operation of the labour market as manifest in unemployment, under-employment and under-utilization, if not total wastage of human resource has been on the rise in recent past. Phenomena such as brain drain, unregulated migrant labour and recently their mass-expulsion, the wastage of the potential of those on the move- i.e. refugess, or those confined to correctional and educational institution, or slowness in the integration and productive use of women, biases against the use of the youth, the aging, the retired and handicaped is quite prevalent.

1.5 The guideline is therefore less concerned with the custodial functions such as maintenance of industrial peace, labour-management conflict arbitration, workers welfare, employment exchanges for the formal labour wage sector - and social security administration which are adequately undertaken by Ministries/Departments of Labour, but more with the development functions of planning for and maintaining an acceptable level of employment opportunities and productivity, ensuring that all rural and perifery urban sectors have a well planned human resource utilization labour market management and adjustment institutions, that the use of all spectrum of human resource is accounted for, that the logic of and complementarity of tasks in jobs is recognised and applied in preparation of job descriptions, that the related infrastructure of Directories of industrial classification of centres of socio-economic activities and of occupational titles exist in support of employment and productivity planning; and that systematic human resource utilization audit function is enshrined in the labour management and labour market adjustments functions: both of which appear to receive little attention in the wake of existing institutions' pre-occupation with administering labour conventions.

1.6 Thus this Guideline should be seen as indicative of the need to introduce structural adjustments in labour management to reorient existing structure for the introduction of a developmental component to the prevailing custodial approaches to the management of Labour and labour market adjustments. It is an addition to existing machineries; and if necessary, they can function as a unit rather than a full fledged Division within existing labour management and labour market adjustment arrangements.

1.7 The guidelines are divided into six sections including the introduction. Section two contains the broad policy aspects of employment and labour productivity planning followed by the structure of the machinery and summary of terms of reference, functions and outputs. Detailed functions of sections and units are specified in the fourth section while staffing and data requirements for the effective implementation of the identified functions are considered in the fifth and last sections respectively: while the sixth section contains data and information base aspects.

II. BROAD ASPECTS AND ELEMENTS OF AN EMPLOYMENT AND LABOUR PRODUCTIVITY POLICY

2.1 The general focus of a national employment and labour productivity policy should be aimed at meeting the needs of the nation and those of the workers through the provision and coordination of appropriate guidelines, regulations and strategies for the productive utilization of the entire population. It is useful that the policy package takes into account the distinction between (i) work and employment, (ii) manpower, workforce and total human resource potential, (iii) formal sector and informal sectoral income generation activities: given that different approaches may be required to address specific problems of say the young, aged, the able-bodied and the handicapped and those in corrective and healing institutions both for the sectors implied in (iii).

2.2 Employment and labour productivity policies should however be directed at two interrelated sub-programming areas: (i) the creation, promotion and management of employment opportunities and (ii) job/work structuring and the enhancement of labour productivity. The combined effect from the full realization of these two sub-programme areas would not only stimulate reinvestments for further productivity and employment enhancement, but could also lead to a favourable political, social and economic environment.

2.3 Of significance is that employment and labour productivity policy objectives, goals and strategies should be related to and consistent with other national policy objectives, goals and strategies so as to allow for efficient resource utilization and coordination. Those other policy areas include (i) education and training, (ii) manpower and national planning and (iii) national savings, investments and production. As a result of this general rule of thumb, there are three major considerations that should define the direction and scope of a national employment and labour productivity planning policy. These are:

(i) The enhancement of national productivity for the stimulation of national income and re-investment.

(ii) The enhancement of self-reliance in income and employment generation at the individual and national levels; and,

(iii) The development and promotion of a strategy for the mobilization, and utilization of the total population.

2.4 Certain steps strategies and techniques are required when national employment and labour productivity planning policies are being formulated and implemented. These are considered in the rest of this section with the view to provide guidance to employment and labour productivity policy formulators and implementaros.

2.4.1 Stepts and Strategies needed in the Identification and formulation of a comprehensive National Employment and labour productivity planning policy:

There are two major steps involved in the identification and formulation of national employment and labour productivity planing policy: (i) initiating action and (ii) discussion of drafted policies. Definite assignment of responsibilities in each of the areas with respect to over-all policies must be made to appropriate officers, avoiding overlaps a. d waste. These steps are as follows:

(a) initiating action.

(i) Determine the end result desired from the policy. What is the objective of this policy? Why is it necessary? What will it accomplish?

(ii) Gather all pertinent facts about the problem.

a) What is the present policy?

b) What are the problems about it?

c) What principles are involved?

d) What have other nations done about it?

e) How do other people in other institutions feel about it?

f) Who are the best qualified people in this field to talk to?

(b) Preparing a draft for discussion, developing content and a tentative outline.

a) discuss alternate courses of action

b) who will be affected by this policy?

c) who is finally responsible for the end results of this policy?

d) what will be the effect of this policy on the organization as a whole?

e) write down major concepts; discuss with appropriate persons for advise, clearances and suggestions.

d) develope revised draft for further discussions and recommendations.

Strategies:

A preferable strategy approach for the initiation of action and the draft preparation for discussion calls for a collaborative effort between the national employment and labour productivity policy making body and the various arms of Government responsible primarily for manpower planning and manpower development (education, health, social sources, agriculture, nutrition etc). The ultimate responsibilities for initiating, developing and recommending policies should rest largely on the staff of these respective agencies.

In the discharge of these responsibilities, certain elements need to be taken into consideration:

1. Establishment of the legal basis of the policy.

1.1 Review and cite relevant

- Manpower development and employment circulars
- Cabinet memoranda on human resources utilization
- Presidential Directives/Orders or Statements
- Related Chapters in the relevant/organization/regulations

1.2 Indicate appropriate aspects in the scope of the law within National Statutes and regulations, manuals and guidelines as issued by the overall human resource policy making and coordination body.

2. Establishment of the operational basis of the policy.

2.1 Review and cite substantive policy elements focusing on

(a) the objectives, strategies and functions of employment and labour productivity planning and programming.

(b) the administrative machinery for policy guidance and execution regarding

(i) reporting and evaluating content and their frequency

(ii) extent of inter-ministerial and inter-sectoral cooperation and collaboration in formulating and executing employment and productivity plans and programmes

(iii) the nature, scope and timing of activities to be undertaken to ensure maximum results.

3. Establishment of the Institutional basis of the policy.

Each responsible Agency/Institution, in collaboration with other relevant agencies and institutions, will have to develop adequate capabilities in three interrelated fields of specialization. Accordingly, the policy element should indicate the strategy and component for the development of institutional capabilities in the following:

3.1 Employment and labour productivity planning and programming- the ability to formulate, develop and integrate within national plans appropriate employment and labour productivity plans and strategies; and to identify and programme manpower utilization activities.

3.2 Employment and labour productivity policy formulation, coordination and evaluation- the ability to (a) diagnose policy implications and formulate policy measures from conducted labour and employment studies and surveys; and (b) monitor, coordinate, evaluate and report on the implementation of education, training, employment and labour productivity programmes.

3.3 Employment and productivity data and information collection and analysis- the ability to design, develop, administer and publish employment and productivity studies and surveys.

4. Establishment of lines of responsibilities for the policy.

Basic to the strategy is the need to clearly state who does what in relation to the formulation and execution of plans and programmes. Besides ensuring accountability, the exercise would provide for better coordination and resource utilization. Hence an employment and labour productivity planning policy should delineate and allocate advisory functions and responsibilities at (i) the national level (ii) the establishment level and (iii) the sectoral level.

Th The following general responsibilities and functions are suggestive guidelines which should be considered when formulating a national employment and labour productivity policy.

4.1 The President or Head of State

4.1.1 Overall supervision and control of national human resources of utilization.

4.1.2 Approval and transmittal to parliament/house of assembly or related reports and activities as prescribed by the employment and productivity laws of the nation.

4.1.3 Designation of presidential appointments and delegation of authority to Government agencies for initiating and executing employment and labour productivity enhancement programmes.

Employment and Labour Productivity

4.2 The Central Planning Agency

4.2.1 Programme, schedule, design, development and administer or coordinate employment and productivity studies and surveys in support of national human resources policies.

4.2.2 Analyse employment and other relevant studies and determine their policy implications to serve as inputs to the formulation of employment and labour productivity planning policies.

4.2.3 Monitor the implementation of manpower development and utilization policies.

4.2.4 Promote and coordinate the preparation, continuous review, evaluation and adjustments of manpower plans as provided for under the laws and provisions of employment and labour productivity planning policies.

4.2.5 Assist other agencies/institutions in the development of manpower and labour surveys and plans.

4.2.6 Provide technical advisory services to the Chief Executive on ways and means for strengthening the formulation and implementation of employment and labour productivity planning policies.

4.3 Public and private sector employers.

4.3.1 Provide the necessary data and information as required by law.

4.3.2 Develop respective employment and productivity planning policies and strategies to guide the development and utilization efforts of their respective staff.

4.3.3 Report to the central Employment and Labour Productivity Planning Agency on the implementation of Planning activities and programmes as contained in national development plans.

4.3.4 Participate in the identification and formulation of overall human resources policies.

2.4.2 Techniques and Actions Required for the Approval, Adoption and Release of the Approved Policies.

2.4.2.1 Employment and labour productivity planning policies identification and formulation are not ends within themselves for ensuring efficient utilization of a nation's human resource. Also of significance in the required policy administration is the establishment of actions that will result in (i) the approval and rectification of the formulated policies at the highest possible decision making level, (ii) the dessimination and interpretation of these policies to the concerned sectors and actors in the economy, and (iii) the overall commitment and actions to ensure the full implementation of the policies.

In initiating the required action, several trial and error techniques and questions are involved though their nature depends on the requirements and organization of a particular country. Among the most common of these are the following:

2.4.2.2 On the Approval of Policies

(i) Review proposed statement for accuracy, brevity and completeness - Is it necessary? Does it accomplish the objective for which it is designed?

(ii) Secure competent technical advice regarding the adequacy of the statement. Is it in conformity with acceptable practices within the Public Service? If not, does it cover the deviations desired? Is there further research required before it is recommended for adoption?

(iii) With whom should this policy be cleared before further action is taken? Have all necessary clearances and comments been secured by those affected by this proposal/policy? What are the differences in opinion, in order of importance, in the event there is lack of agreement on the part of all persons affected? Should further effort be made to secure a consensus before any action is taken?

(iv) What concurrences are necessary before this policy should be recommended for approval - by whom? Have all necessary concurrences been secured? If not, why?

(v) What is the highest point of authority required for final recommendation on this policy? Is this policy ready for review, and recommendation?

(vi) Who is authorized to approve this policy? Is the draft complete in every detail, with the required recommendation, and ready for consideration and approval?

(vii) When should this action be submitted to the approving authority?

(viii) What official records are required, and what notifications of approval are sent to whom?

2.4.2.3 On the release and interpretation of policies

(i) Determination of persons affected, co-ordination required.

(ii) Timing the release, and manner of release; is distribution of copy sufficient, or should group meetings be called for supplementary interpretations?

(iii) Day-to-day administration of the policy; who interprets what to whom?

(iv) Who administers exceptions to policy?

(v) Style and format of release, if not a standard policy manual issue?

(vi) Who spot-checks interpretations to esnure uniform understanding and acceptance?

2.4.2.4 On Commitments and Actions for the Implementation of Policies.

(i) Prescribing adequate regulations to assure uniform understanding and observance.

(ii) Designating respective responsibilities, authorities and accountabilities or carrying the policy into effect.

(iii) Clarifying administrative controls with respect to the policy; who is accountable for what controls established by the policy.

(iv) Reviewing and evaluating periodically all policies in effect; coordinating the whole process and making necessary adjustments.

III. ADMINISTRATIVE ASPECTS OF EMPLOYMENT AND LABOUR PRODUCTIVITY PLANNING FOR POLICY GUIDANCE AND COORDINATION

3.1 As indicated earlier, adequate institutional machinery and capabilities need to be developed at the national level if the objective of optimizing employment and labour productivity is to be achieved. Such an institution should benefit from the colaborative and cooperative efforts of various sectoral ministries, agencies and establishments within both the private and public sectors. However basic to the overall machinery is the need to establish a central employment and labour productivity agency to plan, coordinate, monitor and evaluate employment and labour productivity programmes and strategies.

3.2 In the establishment of the suggested agency, the issue of its location within the overall national administrative machinery needs to be taken into account. This choice centres around the question as to whether the Division/Agency should be autonomous or be placed within the Ministry of Economic Planning and Development or within the Ministry of Labour.

3.3 Generally there are three factors that are crucial to the making of this choice. These are:

(i) Member States' ability to establish and operate appropriate functional linkages between other national human resources planning and executing agencies;

(ii) The availability of adequately qualified national manpower and labour economists and statisticians;

and (iii) The structure and capacities of existing national machinery for the formulation, co-ordination and implementation of human resources planning, development and utilization policies and programmes.

3.4 Irrespective of the choice of location, the central employment and labour productivity planning agency/division must develop capabilities for (i) generating, analysing and presenting relevant statistics and information; (ii) planning, programming and formulating appropriate policies and (iii) monitoring, coordinating and evaluating employment and labour productivity policies, plans and programmes. A suggestive structure to perform these tasks together with their broad terms of reference is presented in figure 1 below.

IV. BROAD FUNCTIONS OF SECTIONS AND UNITS

4.1 Employment Planning, Programming and Policy Section

1. Initiate, develop and analyse labour market studies and make labour flow adjustments with emphasis on:

   (i) Programmes and strategies to deal with available and potential job opportunities within the economy together with the development of the corresponding skill requirements,

   (ii) Factors and policies (i.e. population growth rates, inadequate incomes, pricing and investment policies, unequal and inefficient distribution of investible resources, education and training policies, etc.) that influence labour supply and labour demand in both the urban and rural labour markets,

   (iii) Analysing the flexibility and ability of the economy to substitute labour and capital in relation to the mechanism governing the transfer of technology vis-a-vis its impact on increasing employment and national income opportunities.

2. Study and analyse (a) the nature and trend of internal and external labour mobility, (b) the nature, structure, operation, and potential of the formal and informal sectors of the economy, and (c) the content, institutions and policies for education and training with the view to initiate and develop measures and policies for (a) income generation and distribution (b) employment generation, promotion and distribution (c) increasing labour productivity and (d) managing non-national employees.

3. Develop and maintain a national system of jobs and skills classification and standardization together with a national Directory of Occupational Titles.

Fig. 1 Organizational Structure and Summary Functions

EMPLOYMENT PLANNING AND LABOUR PRODUCTIVITY DIVISION/AGENCY

- Planning, Programming and Policy Section
  - Planning and Programming Unit
  - Research and Studies
  - Policy Analysis and Formulation Unit
- Labour Statistics and Information Section
  - Surveys and Data Collection Unit
  - Data Processing and Information Unit
- Labour Allocation and Utilization audit Section
  - Labour Allocation Unit
  - Labour Producvitiy and Ecaluation Unit

Broad Function:

(a)

-Initiatve, develop, conduct and analyse labour market studies

-Study, analyse, standardize and adopt various labour force concepts relative to national problems

-Develop and maintain a system of jobs and skills classification

-Liaise with other institutions responsible for manpower planning, economic planning, educationa planning and investment planning.

(b)

-Assemble, analyse and publish Labour force and labour market statistics and information

-Design and conduct periodic income, establishment and labour force surveys and special studies

-Develop and maintain a national and non-national skill inventory

(c)

-Monitor, evaluate and report findings on employment and labour productivity strategies, policies, programmes and measures

-Develop and coordinate the operation of a manpower allocation scheme

-Laise with other institutions responsible for apprenticeship and on-the-job training, improving the physical and mental health of the labour force, instituting labour standards, and regulations

Output:

(a)

Employment and Labour Productivity Plans, Strategies and Policies

(b)

Reliable and up-to-date periodic manpower, Labour force and Labour market Statistics and Information

(c)

Formulation and Implementation of employment and Labour Productivity Programmes

4. Participate in the formulation and preparation of national and sectoral development objectives, policies and plans.

5. Define Labour Force concepts such as employment, underemployment and unemployment to ensure an easier identification and measurement of the various labour force categories.

(a) The Planning and Programming Unit

(1) Analyse income, establishment and labour force survey reports, data and projections and develop (i) programmes and strategies for meeting the identified needs, and (ii) a manual on skill classification and standardization;

(2) Specify the type, scope and nature of information required for the formulation of employment and labour productivity planning and if possible, participate in the design of the survey;

(3) Analyse and interpret demographic employment/manpower and education data with the aim to diagnose their employment implications for national development;

(4) Formulate, develop, analyse and prepare strategies for generating employment and incomes in the formal, rural/subsistance and informal sectors of the economy and for stabilizing the disequilibria in the labour market;

(5) Liaise with national planning machineries to harmonize employment generation plans with economic development plans.

(b) Policy Formulation Unit

(1) Study, analyse and prepare evaluation reports on incomes, employment and productivity and prepare operational guidelines for policy formulation;

(2) Appraise national and regional policies for economic and manpower development and income generation, employment, wage determination and establish functional linkages and consistencies among the policies for ensuring maximum output and reduction of duplicated efforts;

(3) Initiate and formulate broad employment, income and productivity objectives and policies for incorporation in (a) national development plans and (b) national manpower and education plans.

(c) Research and Studies Unit

(1) Study and analyse (a) the nature and trend of internal and external labour mobility, (b) the nature structure operation and potentials of the formal and informal sectors of the economy, and (c) the potentials for optimizing productivity while increasing employment in the subsistence/rural sector (d) policies and strategies for income generation and distribution, employment generation, promotion and distribution, labour productivity manpower supply capacities and capabilities;

(2) Develop and maintain a system of jobs and skills classification and standardization in the light of national and regional programmes and needs; and eventually evolve a national Directory of Occupational Titles;

(3) Participate in the formulation and preparation of national and sectoral development objectives, policies and plans with a view to assisting in crystalizing the employment generation goals within these policies and plans;

(4) Define and standardize those labour force concepts (i.e., employment, unemployment and underemployment) which describe the composition, structure, effectiveness, capabilities and potentialities of the labour force to ensure an easier identification and measurement of various labour force categories.

4.2 Labour Statistics and Information Section

1. Assemble, analyse and publish periodic labour force and labour market statistics and information so as to provide the needed data-base for effective national manpower, employment, education, training and productivity planning.

2. Design and conduct periodic income, establishment and labour force surveys with a view to:

(a) determine and project available and potential job vacancies and employment opportunities within the economy;

(b) determine and project statistical profiles of data and information on income distribution, occupational distribution and employment distribution as classified by demographic characteristics, industries and sectors;

(c) establish input/output coefficient metrics and relevant capital/ labour ratios by industry and sectors inorder to provide guide-lines for investment and consequently for employment creation;

3. Develop in collaboration with other appropriate agencies and maintain an inventory of total national skills (abroad and within) as well as non-national skills and employment.

(a° Surveys and Data Collection Unit

(1) plan and design in collaboration with the planning, programming and policy section, the nature, scope and dimensions of labour force and establishment surveys;

(2) programme, schedule and conduct periodic labour force surveys, establishment surveys and other related studies;

(3) identify resources and facilities for the conduct of labour force and establishment surveys/studies;

(4) in collaboration with the Planning, Programmes and Policy Section, determine, assess and/or identify the magnitude, types and coverage of required data for employment and productivity planning and policy formulation;

(5) collect, collate and store relevant data from other agencies and institutions.

(b) Data Processing and Information Unit

(1) Develop appropriate manuals for designing, conducting and processing of labour force and establishment survyes;

(2) Retrieve raw data, code, tabulate and present in accordance with specified classification and form for planning and policy formulation and implementation;

(3) Establish, develop and operate a viable labour force and employment data and information bank;

(4) Edit and publish labour force, employment and establishment surveys reports for general information.

(c) Labour Allocation and Utilization Section

1. Examine, institute and or execute possible strategies, and structural machineries for implementing a national vocational training programme including, apprenticeship and on-the-job training for employed workers, unemployed workers and school leavers;

2. Develop a manpower allocation programme aimed at matching relevant skills and jobs by establishing, operating and/or monitoring (a) an occupational and trade testing machinery; (b) a selective job placement and exchange scheme; and (c) a vocational counseling and career guidance service

3. Monitor, evaluate and report on income, employment and productivity measures within the context of overall national economic development so as to provide the necessary guidelines for the formulation and initiation of manpower utilization policies;

4. Collaborate with appropriate agencies on the identification and development of programmes that will improve the quality of life and the performance of workers through improved nutrition, better housing, medical and health care and social and job security.

(a) Labour Productivity and Evaluation Unit

(1) Create, monitor and co-ordinate vocational training on-the-job training and apprenticeship training programmes;

(2) Organize and conduct seminars and workshops focusing on government-employer, government-employee and employer-employee relationships and attitudes for ensuring maximum productivity;

(3) Work with appropriate agencies in the development and providion of social and job security and workers safety and health services;

(4) Produce seminar/workshop reports to form basis for labour productivity planning and policy formulation;

(5) Monitor and/or co-ordinate and evaluate the implementation process of adopted national employment and labour productivity policies and measures;

(6) Prepare evaluation reports and guidelines for enhancing the effectiveness of adopted policies and measures to ensure maximum utilization of the workforce.

(b) Labour Allocation and Utilization audit Unit

(1) Develop and maintain a sectoral registry of vacancies and job seekers, develop and execute a plan of action for matching the two;

(2) Develop and administer a scheme for an effective management of the movement of existing and prospective national and non-national employees within the economy;

(3) Design, establish and operate a national machinery that will (a) bring job seekers and available jobs together and (b) shift workers around, if necessary, for optimum results;

(4) Develop and conduct a national vocational counselling and career guidance programme;

(5) Develop and operate/co-ordinate a comprehensive occupational trade testing programme.

V. STAFFING REQUIREMENTS

5.1 The staff size for each section should depend upon (a) the size, composition and structure of the labour force; (b) the volume of work envisaged or to be performed; (c) the efficieny level of other labour force and manpower data collecting, processing and analysing agencies and (d) the availability of adequate financial and human resources. Be that as it may, the following should constitute the core of professionals from which the team could evolve if the output targets of the Division are to be met.

5.1.1 Division Head

The officer must be a qualified and experienced labour or manpower economist with considerable administrative experience. He/she must have the requisite status and authority to be able to relate effectively with other heads of departments and

organizations. In the absence of an experienced labour or manpower economist, the officer could be one of the following but should have had an appreciable level of traing in employment planning.

(a) Development Economist with emphasis in planning and/or industrial economics

(b) Labour or Manpower Statistician

5.1.2 Planning, Programming and Policy

In addition to specialized training in employment policy analysis and formulation and planning the officers must have at least an honours university degree in one of the following fields: (i) Labour Economics; (ii) Economic Development and Planning; and (iii) Personnel Management. As such, the staff should be composed of:

(a) Labour and Manpower Economists

(b) Development Economist and Planners

5.1.3 Statistics and Information Section

The combination of the following possessed with at least a professional degree, appropriate orientation, and a team of statistical assistants, should provide the core staffing requirement for the section:

(a) Applied and Mathematical Statisticians

(b) System Analyst and/or Computer Programmers

(c) Sociologists

(d) Labour Economists

5.1.4 Distribution and Utilization Section

Officers should have at least an honour university degree in

(a) Industrial or Labour or Manpower Economics;

(b) Vocational Education and Training;

(c) Sociology;

(d) Labour Union and/or Public Administration and

(e) Vocational Guidance and Education Counselling.

Consequently, the team should be composed of the following:

(a) Labour, Manpower and/or Industrial Economists;

(b) Vocational Training and/or Educational Planners;

(c) Sociologists and/or Vocational Guidance and Educational Counselling;

(d) Development Administrators.

VI. DATA AND INFORMATION REQUIREMENTS:

6.1 Effective allocation and utilization of human resources must be guided by a constant flow of data and information to fulfil the need in:

(i) job and skill matching

(ii) productivity analysis

(iii) analysis of labour force conditions

(iv) economic impact on the demand for labour and skills

(v) needs for training

(vi) career and occupational guidance and counselling

(vii) determination of new avenues for the creation of income generation activities

6.2 Information on the following are important to undertake any of the above:

(i) labour force

(ii) employment, unemployment and vacancies

(iii) labour mobility

(iv) economic

Type	Source	Relevance	Utility
Labour force	- Labour force surveys - Establishment surveys - Establishment records	Provides information on the size of the actual and potential workforce (employed and unemployed) by occupation, sex, educational attainment, geographical location, industry and sector	Used to provide a profile of the present labour force and potentials to supply skills to employers Used to determine levels and types of employment, under-employment and unemployment
Employment unemployment vacancies; wages	- Labour force surveys - Establishment records (including labour exchange records) - Establishment surveys	Provides information on current employment, unemployment i.e. demand for work; the current availability of labour and skills in the employment market The current or projected demand for skills i.e. vacancies The type of skills currently being utilized or in current demand by employers The current incentives system especially the wage rate	Guides skills classification; preparation of inventories; job/skill matching Planning for employment generation; Skill preferences of employers; Job preferences of workers and job-seekers and the push/pull factors created by prevailing incentives systems

Type	Source	Relevance	Utility
Labour mobility	Principally labour force surveys but also establishment records	Provides information on the movement of workers within the economy i.e. from rural to informal or formal sector (or vice versa) between production sectors i.e. agriculture, industry, services; between geographical areas	Important in determining the factors that attract labour from one geographical or production area to another Information can be used to push or pull labour to priority production areas or activities
Economic	National plans National Statistics Employment and vacancy statistics Establishment records Economic growth data	Provides information on the demand for labour and skills within the economy, by sector and by industry	Used to determine the overall or sector demand for labour, current levels of productivity etc.; is combined with the other types of information to determine current and future levels of employment and unemployment, future areas and types of labour and skill demand or over supply; is combined with other types of data to plan employment and productivity

6.3 Effective manpower utilization policies and programmes cannot be fully implemented unless all the requirements in data and information are fully met. To do so calls for allocations of resources to provide the necessary infrastructure and carry out the activities necessary to create, collate and analyse the data and information.